

MARICOPA COUNTY

1ST QUARTER FY 2000-01 FINANCIAL & PERSONNEL RESULTS REPORT

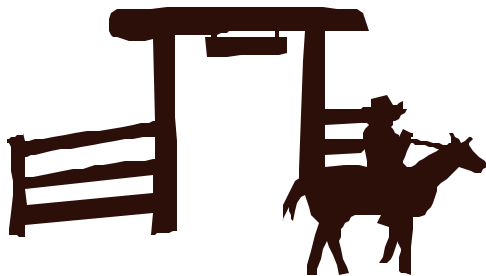
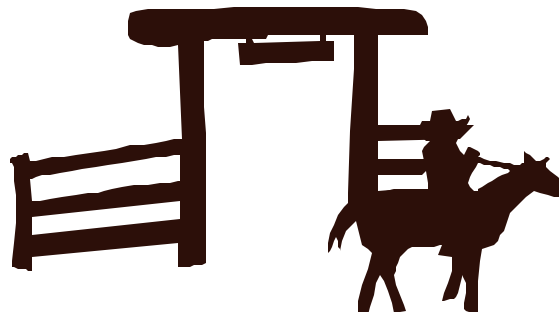


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Maricopa County Financial & Personnel Results Report 1st Quarter FY 2000-01
Prepared by the Office of Management & Budget

MARICOPA COUNTY OFFICIALS

BOARD OF SUPERVISORS

ANDREW KUNASEK, CHAIRMAN
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DISTRICT 5

COUNTY ADMINISTRATIVE OFFICER

DAVID R. SMITH

DEPUTY COUNTY ADMINISTRATOR

SANDRA L. WILSON

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INTRODUCTION

Achieving Countywide strategic performance results, increasing employee job satisfaction and providing a better quality of life for employees, requires successful financial and personnel resource accountability. The 1st Quarter Financial and Personnel Results Report for FY 2000-01 provides management with the tools necessary to achieve organization objectives and measurable results in order to assess emerging personnel trends and make informed decisions. Accomplishment of personnel strategies and improvement of accountability processes requires successful management of funded positions, administration and control of staffing resources and financial and personnel decisionmaking based upon accurate and timely data. The Office of Management and Budget (OMB) works to provide this information and ensure full funding for all positions through the Funded Position Policy and the Lump Sum Budgeting Guidelines used in preparation of the annual budget.

Maricopa County's financial and personnel resource strategies focus on the recruitment and retention of productive employees. Retaining highly productive and accomplished employees requires alignment of employee performance with a personal commitment and cooperation in attaining Countywide objectives. Crucial elements of these processes include:

- Compensation, including wages, benefits and employee leave programs.
- Development of employee relations programs.
- Ongoing development and maintenance of programs, processes, services, resources, and training to enhance the health, morale, productivity, and organizational knowledge of employees Countywide.

Information concerning departments with small numbers of employees (less than 25) should be used with extreme caution. A change of one or two vacancies, positions or terminations reflects a higher percentage change than those same movements within larger departments. These higher percentage changes may or may not reflect significant issues within these smaller departments.

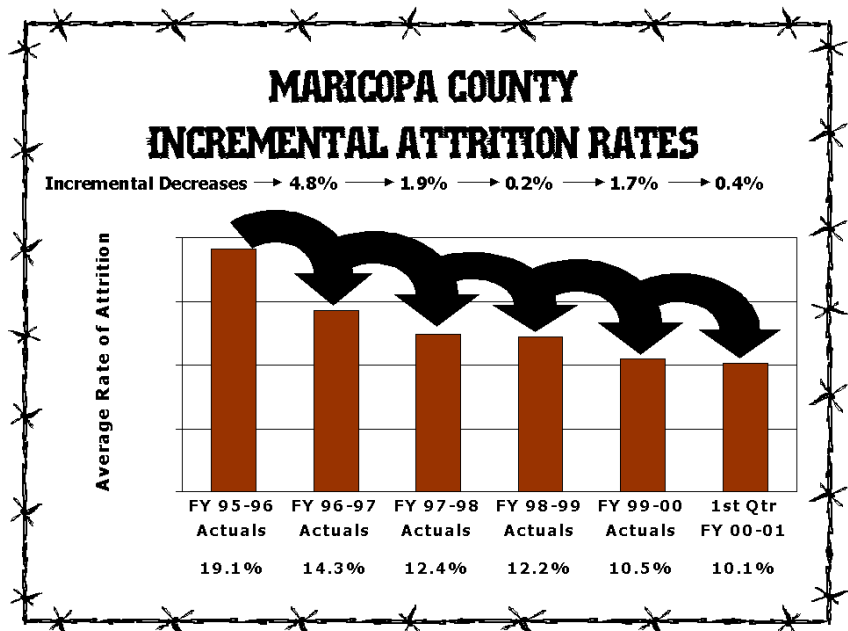
Any questions you may have regarding this report or the position control process may be addressed to Maricopa County, Office of Management and Budget, 301 West Jefferson, Suite 1070, Phoenix, Arizona 85003. You may also call this office at (602) 506-7280.

SUMMARY RESULTS

The core strategy of this document focuses on providing management with the tools necessary for making well informed decisions. In an effort to increase the County's current labor market position, Maricopa County applies its resources to increasing the quality of life for its employees and citizens alike. Measurable program and process results provide the platform for determining our stance in the local labor market.

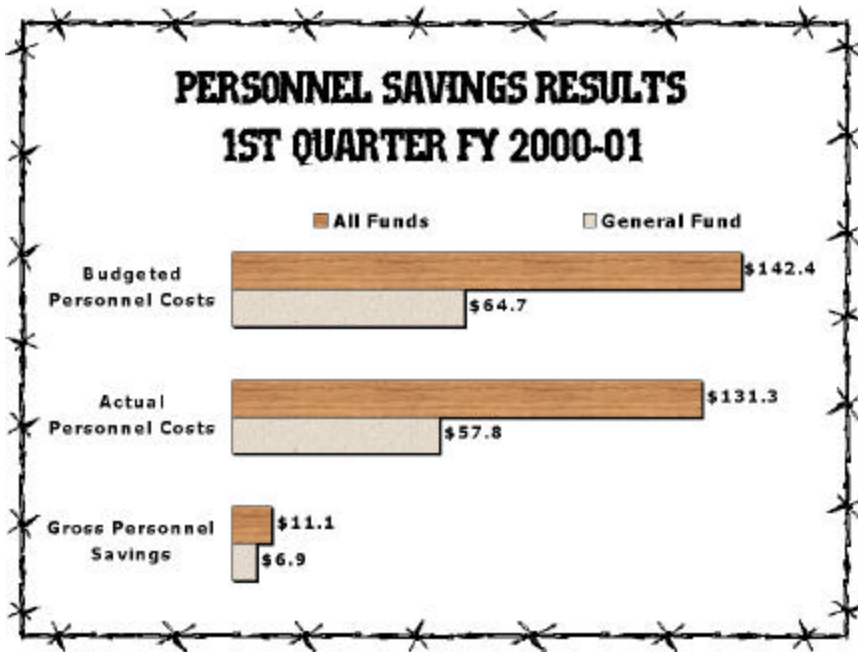
The most significant results are demonstrated through the decline in employee attrition over the past five years. Average annual attrition rates have fallen from a high of 19.1% in FY 1995-96 to a low of 10.5% for FY 1999-00, a reduction of 8.6 basis points.

As exhibited on the chart at right, the incremental attrition rates have now fallen to their lowest level since tracking began in FY 1995-96. 1st quarter FY 2000-01 attrition is 9.5%. This reflects a reduction in attrition of 9.6 basis points since FY 1995-96. Maricopa County departments with average annual attrition at or higher than the 10.5% average for FY 1999-00 are compared to the 1st quarter FY 2000-01 attrition on the table below, including basis point reductions in attrition.



Department	FY 99-00 Avg. Attrition	1 st Qtr. FY 00-01 Attrition	Reduction
Library District	25.3%	13.4%	11.9
Medical Eligibility	20.9%	19.1%	1.8
Finance	20.2%	16.2%	4.0
Treasurer	14.8%	14.1%	0.7
Public Health	13.5%	12.0%	1.5
Call Center	13.3%	6.1%	7.2
Recorder	13.2%	12.9%	0.3
Facilities Management	10.7%	7.3%	3.4
Superior Court	10.5%	6.7%	3.8
Sheriff	10.5%	8.6%	1.9

Maricopa County's 1st quarter FY 2000-01 gross actual *personnel savings*¹ for all funds (excluding grants) of \$11.1 million represents a 7.8% savings over budget. General Fund 1st quarter gross actual personnel savings of \$6.9 million represents a 10.6% savings over budget.



The chart at left compares 1st quarter FY 2000-01 personnel savings results for all funds (excluding grants) to those of the General Fund.

The FY 2000-01 adopted budget includes \$12.8 million in new funding for market and performance increases. The allocation of these funds moves the County closer to achieving competitive compensation for our employees. Maricopa County is in the fourth year of a five year program to bring our employee salaries to market equity in order to maintain a competitive edge and retain a quality workforce.

Maricopa County encourages fiscal responsibility at all levels. Measuring strategic financial and personnel results indicates to management the level of success attained in promoting a climate where employees are provided personal and career growth opportunities.

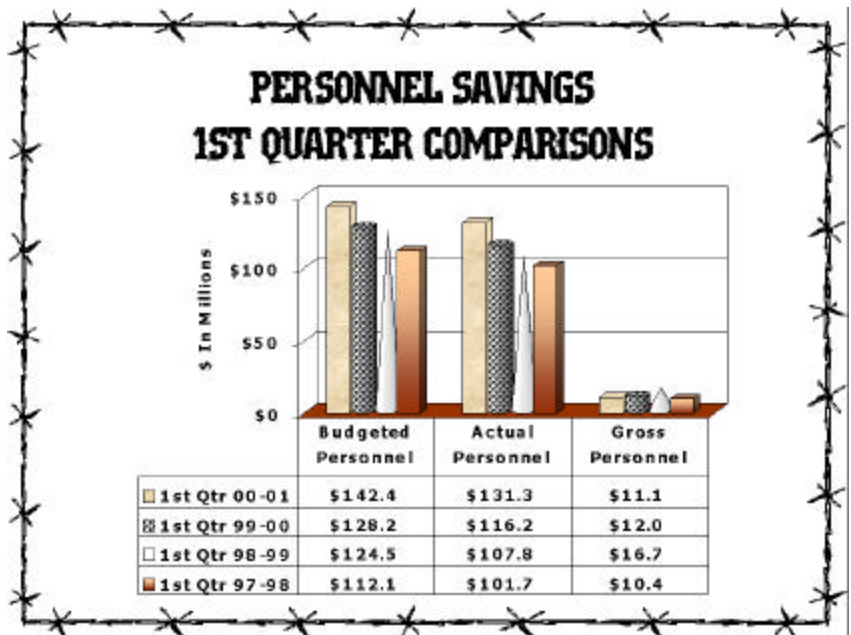
¹ Personnel savings are grouped by fund in this document. The General Fund is a general operating fund set-up to account for the resources and uses of general governmental operations of the County. Taxes provide most of these resources. Enterprise funds are accounted for in a method similar to private business enterprise, where user fees are intended to recover expenditures. Special Revenue Funds are restricted to use by statute and local policy. The personnel savings section of this document places emphasis upon General Fund personnel savings and Enterprise Fund personnel savings that are health care related. These two funds have the greatest impact upon the citizens of Maricopa County. All other sections of this document which make reference to personnel savings include all funds (excluding grants).

PERSONNEL COSTS & SAVINGS

1st quarter FY 2000-01 actual personnel costs for *all funds*² total \$131.3 million and gross actual *personnel savings* for all funds total \$11.1 million. Gross actual personnel savings represent 8.5% of total personnel costs, whereas the chart below compares actual personnel savings to budget.

MARICOPA COUNTY 1ST QUARTER YEAR-TO-DATE FY 2000-01 PERSONNEL SAVINGS - ALL FUNDS						
Total Budget Personnel Costs	Actual Personnel Costs	Gross Actual Personnel Savings	% Gross Actual Savings/ Total Budget	Budgeted Personnel Savings	Net Actual Savings (Above Budget)	% Net Actual Savings/ Budgeted Savings
\$142,448,484	\$131,330,058	\$11,088,024	7.8%	\$4,110,439	\$6,977,585	127.4%

The chart at right provides a comparison of budgeted personnel costs to actual personnel costs and gross personnel savings. The decrease in gross personnel savings from the 1st quarter of FY 1999-00 is primarily due to a reduction in turnover, i.e., lower vacancies and lower voluntary separations combined with a higher number of filled authorized positions.

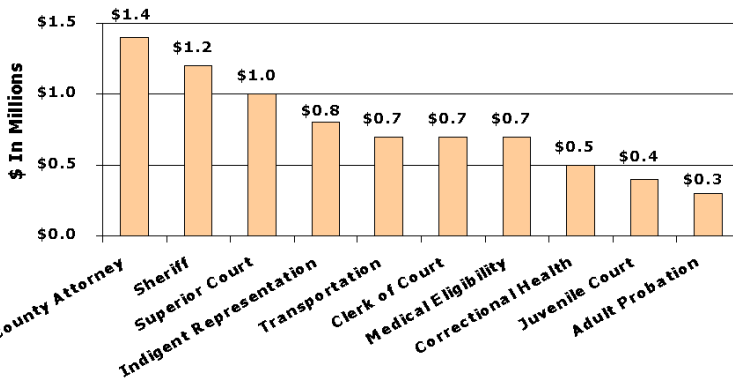


Personnel savings result when positions remain vacant, the actual pay of a position's incumbent is lower than budgeted, or when compensation plan funding remains unused.

1st quarter FY 2000-01 personnel savings include 7,810 salary advancements issued Countywide. The average salary advancement given by department is 4.72%. Salary advancements are market equity adjustments and pay for performance, which increase an employee's base pay and increase employee value.

² "All funds" as referenced in this document refers to all funds excluding grants.

1ST QUARTER FY 2000-01 MAJOR GROSS PERSONNEL SAVINGS* RESULTS



*For All Funds Excluding Grants

The chart at left provides a better understanding of the financial impact individual departments have on the total gross personnel savings of \$11.1 million. The 10 major departments represent \$7.7 million or 69.4% of the total gross personnel savings, which leaves \$3.4 million divided amongst the remaining 49 departments.

The table below breaks-out the major departmental savings as a percent of the total gross personnel savings.

1ST QUARTER FY 2000-01 MAJOR GROSS PERSONNEL SAVINGS FOR ALL FUNDS		
Department	Gross Personnel Savings	% of Total Personnel Savings
County Attorney	\$1.4 Million	12.7%
Sheriff's Office	\$1.2 Million	10.9%
Superior Court	\$1.0 Million	9.1%
Indigent Representation	\$0.8 Million	7.3%
Transportation	\$0.7 Million	6.4%
Clerk of the Superior Court	\$0.7 Million	6.4%
Medical Eligibility	\$0.7 Million	6.4%
Correctional Health	\$0.5 Million	4.6%
Juvenile Court	\$0.4 Million	3.7%
Adult Probation	\$0.3 Million	2.8%

1st quarter FY 2000-01 actual **General Fund** personnel costs total \$57.8 million and gross actual *personnel savings* for the General Fund total \$6.8 million. Gross actual personnel savings represent 11.8% of actual personnel costs, whereas the chart below compares actual personnel savings to budget. The \$4.5 million in net actual savings (above budget) equates to a 7.0% variance to total budgeted personnel costs.

MARICOPA COUNTY 1ST QUARTER YEAR-TO-DATE FY 2000-01 PERSONNEL SAVINGS GENERAL FUND						
Total Budget Personnel Costs	Actual Personnel Costs	Gross Actual Personnel Savings	% Gross Actual Savings/ Total Budget	Budgeted Personnel Savings	Net Actual Savings (Above Budget)	% Net Actual Savings/ Budgeted Savings
\$64,696,923	\$57,847,750	\$6,849,173	10.6%	\$2,398,587	\$4,450,586	185.6%

MARICOPA COUNTY FINANCIAL AND PERSONNEL RESULTS REPORT 1ST QUARTER FY 2000-01

The chart at right shows trends in General Fund actual personnel costs and gross personnel savings. General Fund actual personnel costs continue on a downward trend as the personnel savings trend continues to increase.

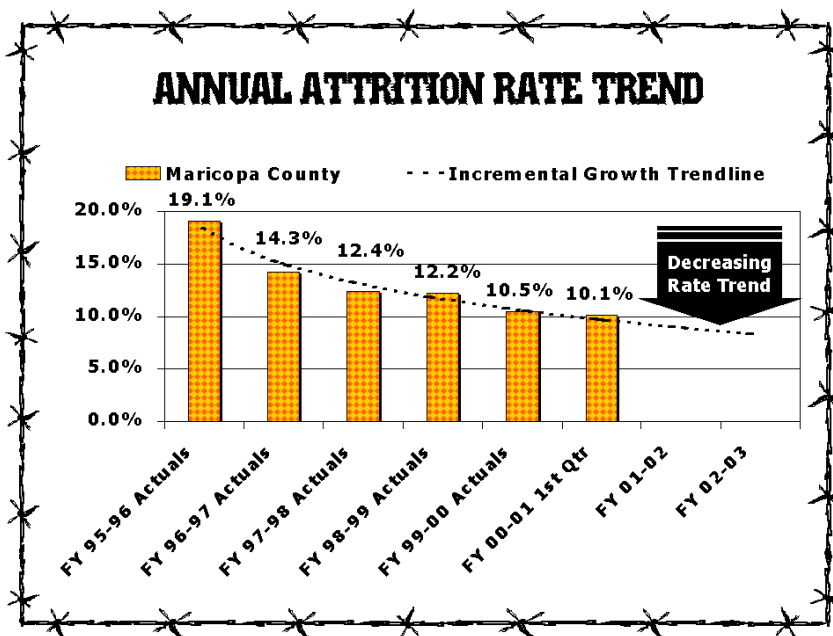
The table below shows 1st quarter FY 2000-01 General Fund personnel savings by department, excluding General Government.



AGENCY NAME	GROSS BUDGET PERSONNEL COSTS	ACTUAL PERSONNEL COSTS	GROSS PERSONNEL SAVINGS	BUDGETED PERSONNEL SAVINGS	NET ACTUAL PERSONNEL SAVINGS	GROSS ACTUAL VARIANCE TO BUDGET
BOARD OF SUPERVISORS DISTRICT 1	53,912	51,872	2,040	-	2,040	3.8%
BOARD OF SUPERVISORS DISTRICT 2	48,109	47,168	941	-	941	2.0%
BOARD OF SUPERVISORS DISTRICT 3	53,255	45,792	7,463	-	7,463	14.0%
BOARD OF SUPERVISORS DISTRICT 4	48,395	43,239	5,156	-	5,156	10.7%
BOARD OF SUPERVISORS DISTRICT 5	51,231	48,594	2,637	-	2,637	5.1%
BOARD OF SUPERVISORS CLERK	85,990	77,076	8,914	-	8,914	10.4%
ADULT PROBATION	2,476,284	2,383,605	92,679	89,997	2,682	3.7%
ASSESSOR	3,146,557	2,860,518	286,039	166,356	119,683	9.1%
COUNTY CALL CENTER	292,728	243,262	49,466	14,961	34,505	16.9%
EMERGENCY MANAGEMENT	28,840	23,622	5,218	-	5,218	18.1%
CLERK OF SUPERIOR COURT	4,602,295	4,197,264	405,031	198,484	206,547	8.8%
DEPARTMENT OF FINANCE	451,430	369,634	81,796	22,355	59,441	18.1%
COUNTY ATTORNEY	10,027,783	8,811,424	1,216,359	334,155	882,204	12.1%
COUNTY ADMINISTRATION OFFICE	272,303	231,542	40,761	8,307	32,454	15.0%
ELECTIONS	1,086,675	967,631	119,044	3,069	115,975	11.0%
HUMAN SERVICES	87,656	93,085	(5,429)	-	(5,429)	-6.2%
INTERNAL AUDIT	215,274	187,661	27,613	2,499	25,114	12.8%
JUSTICE COURTS	3,023,180	2,815,292	207,888	112,500	95,388	6.9%
CONSTABLES	351,667	327,543	24,124	-	24,124	6.9%
JUVENILE COURT	2,360,059	2,245,585	114,474	44,190	70,284	4.9%
MEDICAL ELIGIBILITY	2,619,619	1,958,084	661,535	147,214	514,321	25.3%
MEDICAL EXAMINER	751,528	634,745	116,783	38,181	78,602	15.5%
RECREATION SERVICES	285,650	281,790	3,860	9,388	(5,528)	1.4%
HUMAN RESOURCES	758,020	716,180	41,840	13,770	28,070	5.5%
INDIGENT REPRESENTATION	6,546,937	5,790,437	756,500	234,728	521,772	11.6%
PUBLIC FIDUCIARY	389,048	349,911	39,137	9,399	29,738	10.1%
PLANNING & TRAINING	147,555	126,964	20,591	1,204	19,387	14.0%
RECORDER	345,135	266,014	79,121	10,137	68,984	22.9%
SUPERINTENDENT OF SCHOOLS	356,318	331,028	25,290	-	25,290	7.1%
SUPERIOR COURT	8,300,601	7,752,346	548,255	322,020	226,235	6.6%
HEALTH CARE MANDATES	644,886	354,185	290,701	19,156	271,545	45.1%
OFFICE OF THE CIO	963,721	840,433	123,288	33,365	89,923	12.8%
TREASURER	652,120	570,089	82,031	25,543	56,488	12.6%
JUDICIAL MANDATES	533,663	386,421	147,242	16,653	130,589	27.6%
MANAGEMENT & BUDGET	348,220	310,225	37,995	5,790	32,205	10.9%
SHERIFF	8,781,154	7,941,801	839,353	343,584	495,769	9.6%
FACILITIES MANAGEMENT	1,920,367	1,758,575	161,792	99,513	62,279	8.4%
MATERIALS MANAGEMENT	327,054	290,013	37,041	14,652	22,389	11.3%
ANIMAL CONTROL SERVICES	30,504	-	30,504	-	30,504	100.0%
PUBLIC HEALTH	1,113,366	1,003,404	109,962	50,700	59,262	9.9%
ENVIRONMENTAL SERVICES	117,834	113,696	4,138	6,717	(2,579)	3.5%
TOTAL	64,696,923	57,847,750	6,849,173	2,398,587	4,450,586	10.6%

ATTRITION

Maricopa County's rate of attrition, or turnover, as of September 30, 2000 was 10.1%. The past five years have shown a marked decrease in attrition Countywide based upon Maricopa County's calculated attrition rate formula. This formula compares the number of vacant positions to total authorized positions³.



Maricopa County's average annual attrition rate trend (including the 1st quarter of FY 2000-01) has declined by nearly 50% since FY 1995-96. The attrition rate trend shows continuing decreases anticipated, which corresponds to a narrower spread between the number of vacant positions and total authorized positions.

Attrition may be directly related to employee satisfaction. Employee

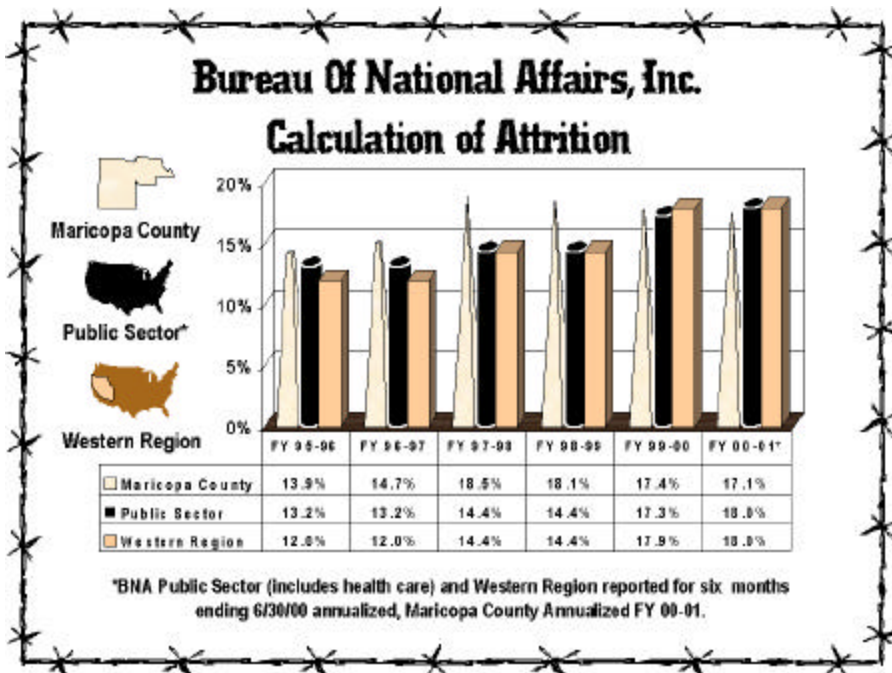
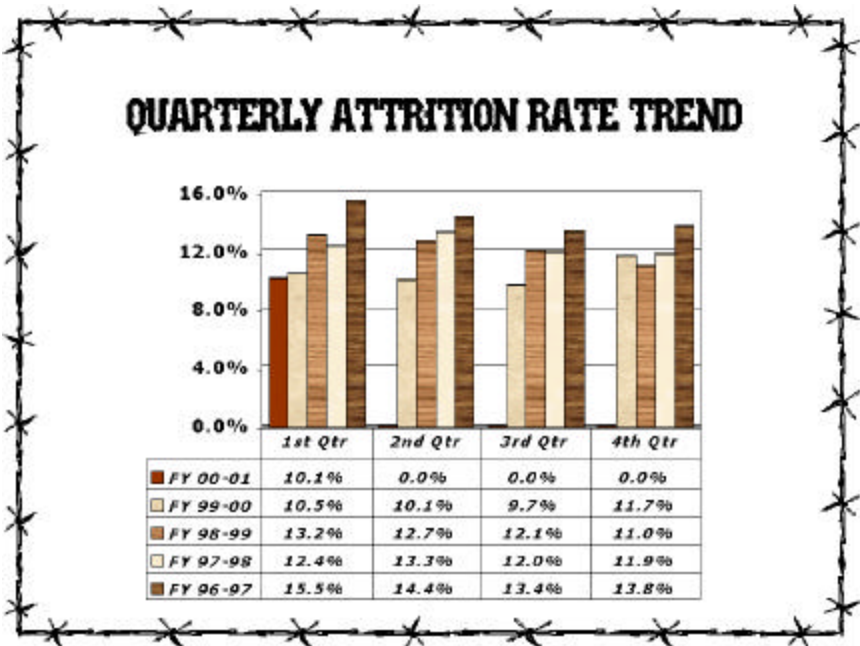
issues are addressed through employee satisfaction survey results annually. Maricopa County continues to place an emphasis on employee compensation through market equity. Salary surveys are conducted to ensure the County is competitive in the local labor market, to name but one of the many ongoing initiatives to retain capable and responsible staff.

Maricopa County utilizes another source and methodology in calculating attrition in order to measure itself against other comparable employers. The source is the Bureau of National Affairs, Inc., (BNA). BNA's formula differs from Maricopa County's calculation of attrition because BNA compares the number of *separations* to the average number of regular *positions filled* and annualized. BNA turnover rates do not include reductions-in-force. BNA surveys human resource and employee relations executives representing organizations throughout the United States.

³ Total authorized positions represent the total positions authorized through the budget process.

The September 14, 2000 edition of the BNA, Inc., *Bulletin To Management*, states that employee retention continues to negatively impact the workforce nationwide. Turnover in the non-manufacturing sector has exceeded levels among non-business establishments, according to the BNA, which have posted the highest separation rates for most of the survey's 26 year history.

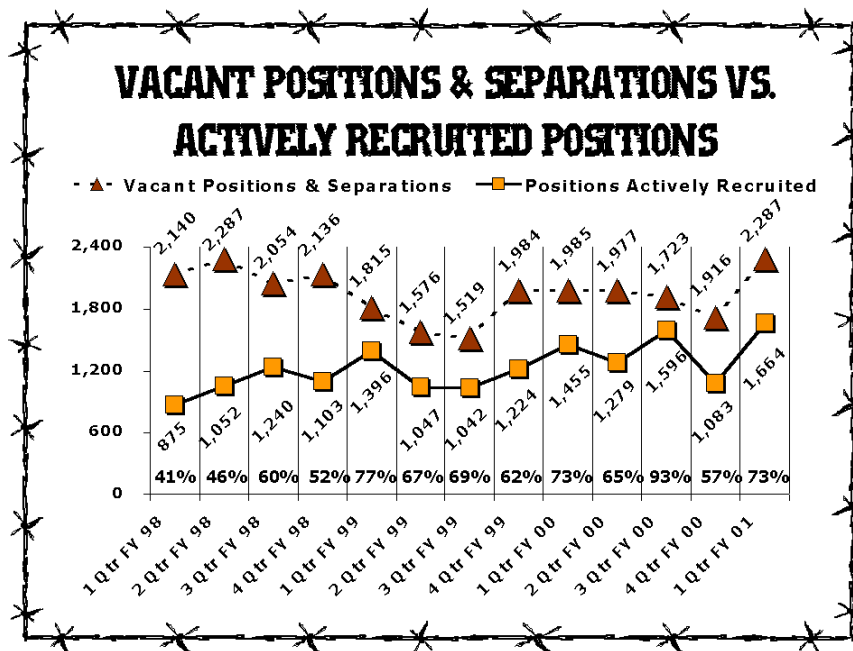
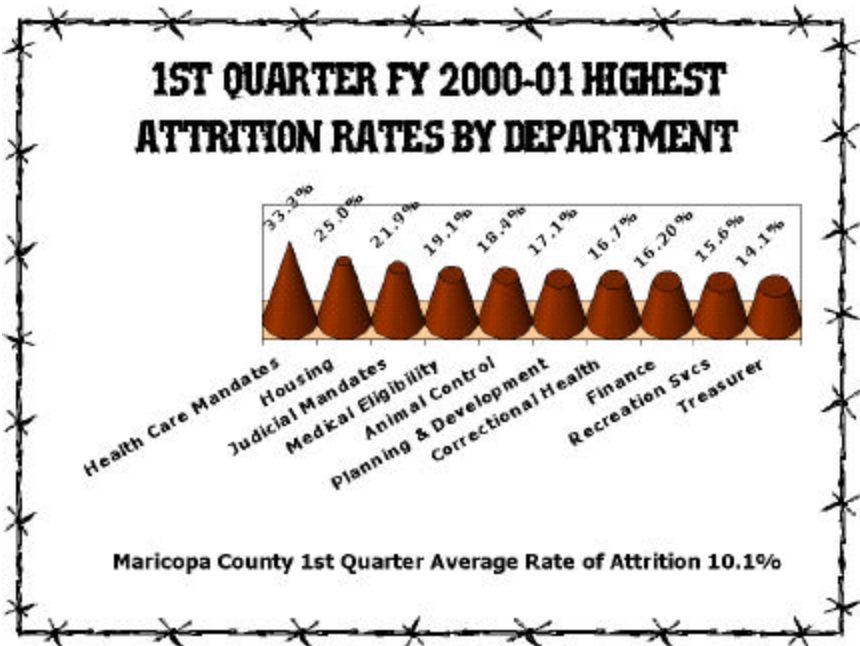
The chart at right provides a glimpse of the attrition nationwide, as compared to Maricopa County. The County's recent decline in attrition may be attributed to a push towards competitive employee remuneration and satisfaction. The County's retention strategies offset the affects of continued low unemployment coupled with sustained increases in population.



The Maricopa County formula for calculating attrition is used on the *Quarterly Attrition Rate Trend* chart at left. Attrition rates tracked by quarter show a steady decline in attrition that Maricopa County has sustained over the past several years. These decreasing rates of attrition are attributed to increases in the number of positions actively recruited combined with reductions in vacant

positions, increases in the number of positions authorized in the budget process, combined with Countywide efforts to recruit and retain productive employees.

Departments with more than 25 employees, showing the highest rates of attrition over the 1st quarter average attrition of 10.1% are shown on the chart at right. Issues are being addressed to reduce the relatively high turnover in these departments.



The chart at left shows the number of positions vacant at the end of the 1st quarter and separations occurring throughout the quarter, as compared to the total number of positions actively recruited during the quarter. The percent of positions recruited is also reflected on the chart. This data assists management in determining the impact of recruitment efforts on attrition. It can also be

used at the department level to analyze one of the many turnover and retention variables.

Attrition is an indication of how well employers hold on to their employees. Maricopa County continues to examine employee issues in combination with recruitment and retention efforts in order to stem the tide of attrition.

MARICOPA COUNTY FINANCIAL AND PERSONNEL RESULTS REPORT 1ST QUARTER FY 2000-01

MARICOPA COUNTY ATTRITION RATE CALCULATIONS BY DEPARTMENT

AGENCY NAME	1ST QTR FY 2001 COUNTY CALCULATED ATTRITION	1ST QTR FY 2001 BNA CALCULATED ATTRITION
BOARD OF SUPERVISORS DISTRICT 1	0.00%	0.00%
BOARD OF SUPERVISORS DISTRICT 2	0.00%	0.00%
BOARD OF SUPERVISORS DISTRICT 3	0.00%	0.00%
BOARD OF SUPERVISORS DISTRICT 4	0.00%	0.00%
BOARD OF SUPERVISORS DISTRICT 5	25.00%	0.00%
BOARD OF SUPERVISORS CLERK	0.00%	0.00%
ADULT PROBATION	7.99%	14.12%
ASSESSOR	7.34%	14.52%
COUNTY CALL CENTER	6.06%	25.81%
EMERGENCY MANAGEMENT	0.00%	0.00%
CLERK OF SUPERIOR COURT	12.32%	21.44%
COMMUNITY DEVELOPMENT	0.00%	0.00%
DEPARTMENT OF FINANCE	16.22%	12.90%
COUNTY ATTORNEY	7.61%	19.39%
COUNTY ADMINISTRATION OFFICE	12.50%	0.00%
ELECTIONS	7.41%	16.00%
HUMAN SERVICES	7.32%	25.56%
INTERNAL AUDIT	12.50%	0.00%
JUSTICE COURTS	6.46%	16.00%
CONSTABLES	3.33%	13.79%
CORRECTIONAL HEALTH	16.75%	18.39%
JUVENILE PROBATION	7.42%	15.47%
MEDICAL ELIGIBILITY	19.10%	24.03%
MEDICAL EXAMINER	7.41%	16.00%
RECREATION SERVICES	15.56%	31.58%
HUMAN RESOURCES	8.57%	6.25%
INDIGENT REPRESENTATION	10.94%	14.04%
PUBLIC FIDUCIARY	5.88%	0.00%
PLANNING & TRAINING	0.00%	0.00%
RECORDER	12.86%	45.90%
SUPERINTENDENT OF SCHOOLS	3.33%	13.79%
SUPERIOR COURT	6.72%	16.74%
HEALTH CARE MANDATES	33.33%	25.00%
CRIMINAL JUSTICE FACILITIES	20.00%	0.00%
OFFICE OF THE CIO	7.69%	0.00%
INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS	0.00%	0.00%
TREASURER	14.06%	7.27%
PLANNING & INFRASTRUCTURE	17.14%	9.20%
JUDICIAL MANDATES	21.95%	0.00%
RESEARCH & REPORTING	10.00%	0.00%
MANAGEMENT & BUDGET	21.05%	80.00%
SHERIFF	8.64%	12.08%
MARICOPA HEALTH PLAN - ALTCS	10.19%	19.63%
TRANSPORTATION	11.50%	14.10%
LIBRARY DISTRICT	13.43%	31.03%
HOUSING	25.00%	41.67%
SOLID WASTE GENERAL	16.67%	0.00%
FLOOD CONTROL DISTRICT	4.93%	13.21%
FACILITIES MANAGEMENT	7.32%	14.74%
MATERIALS MANAGEMENT	2.63%	0.00%
EQUIPMENT SERVICES	3.17%	13.11%
RISK MANAGEMENT	0.00%	0.00%
TELECOMMUNICATIONS	9.52%	0.00%
STADIUM DISTRICT MLB	0.00%	0.00%
ANIMAL CONTROL SERVICES	18.37%	63.33%
PUBLIC HEALTH	11.97%	26.73%
ENVIRONMENTAL SERVICES	6.20%	18.68%
MARICOPA HEALTH SYSTEM	13.39%	22.50%
TOTALS	10.14%	17.71%

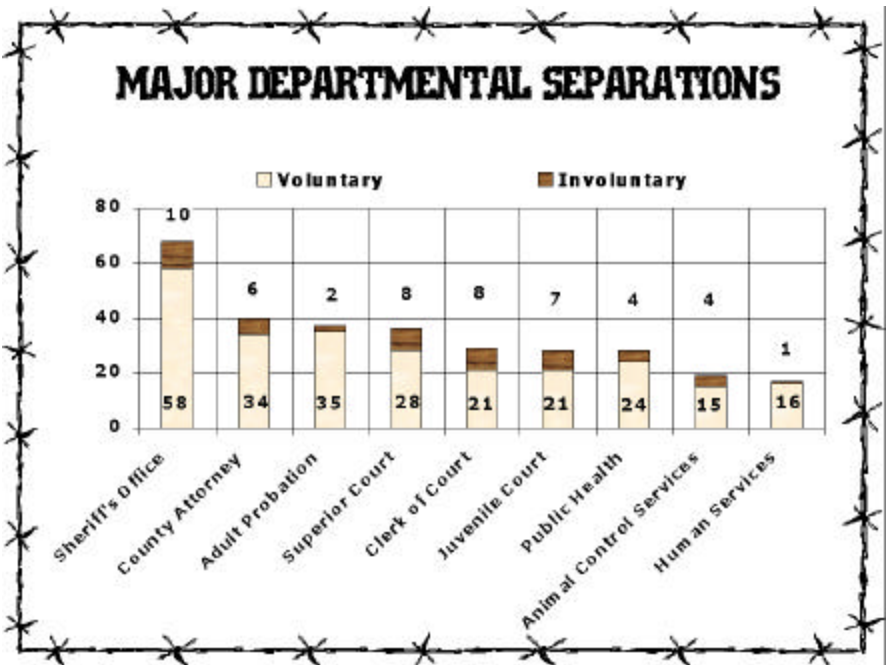
EMPLOYEE RETENTION

Maricopa County's retention strategies rely upon maintaining a productive and satisfied employee base, ensuring employee satisfaction at a personal and corporate level. This requires aligning employee performance with a personal commitment and cooperation in achieving and maintaining Countywide strategic goals.

Maricopa County strives to maintain a highly competitive stance in the labor marketplace today. Evaluating the County's personnel retention programs through measurable performance results in such areas as employee separations and employee satisfaction play a crucial role in identifying employee needs.

1st quarter FY 2000-01 separations total 583 or 4.5% of current positions filled. The departments showing the largest number of separations are provided on the chart at right. Separations are divided into voluntary and involuntary categories.

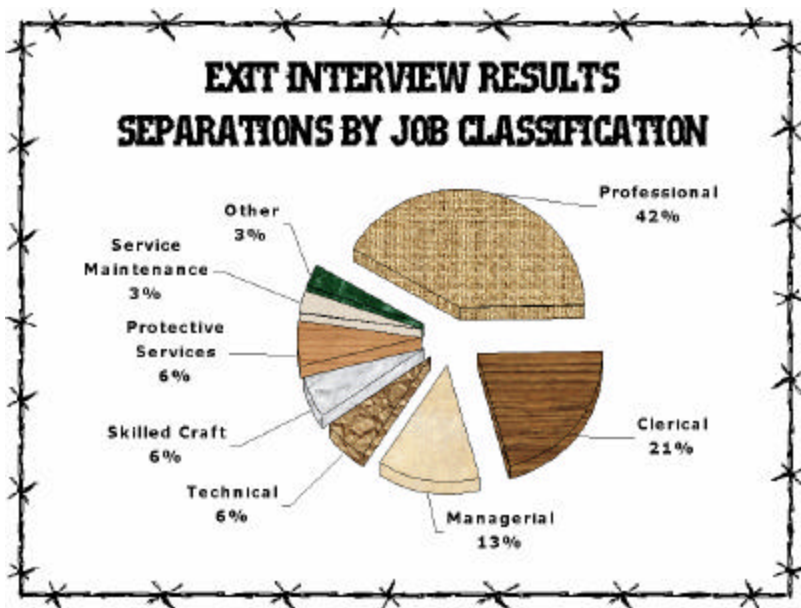
Separations play a major role in identifying employee needs. By examining separation reasons, management is able to address current issues, increase employee satisfaction and stem the tide of employees leaving the County voluntarily. Information provided by separating employees is a critical factor in improving the work environment, quality of work generated and customer satisfaction.



According to Exit Interviews performed during FY 1999-00, employees voluntarily separated from Maricopa County employment are listed from highest to lowest order as follows: 1.) Reasons not disclosed; 2.) More pay; 3.) Growth and advancement; 4.) Dissatisfaction with management; 5.) Effectiveness and efficiency; 6.) Management practices; and 7.) Better working conditions. Detailed Exit Interview results are provided on the following page.

FY 1999-00 EXIT INTERVIEWS VOLUNTARY SEPARATION REASONS	
Voluntary Separation Reasons ⁴	Mean Satisfaction Score
Effectiveness/Efficiency Score	5.40
Decisions Made At Right Level In Organization	4.96
# Employees In Relation To Amount Of Work	4.73
Management Practices Score	5.19
How Performance Problems Are Dealt With	4.93
Customer Orientation Score	5.99
Communications Score	5.24
Growth/Advancement Opportunity Score	5.64
Opportunities For Advancement	4.73
Benefits/Compensation/Rewards Score	5.17
Your Pay	4.56
The Way Promotions Earned	4.71
Your Pay Based On Performance	4.67
Pay Is Fair In Relation To Job Requirements	4.69
Working Conditions Score	5.90
Overall Satisfaction Score	5.43
Scores range from a high of 8 (Very Satisfied) to a low of 2 (Very Dissatisfied). Scores above 5 are in the positive range; below 5, the negative.	

As evidenced from the exit interview results provided above, separating employees are generally satisfied with their work experience at Maricopa County. Low dissatisfaction levels are associated with performance, advancement opportunities and pay related issues.

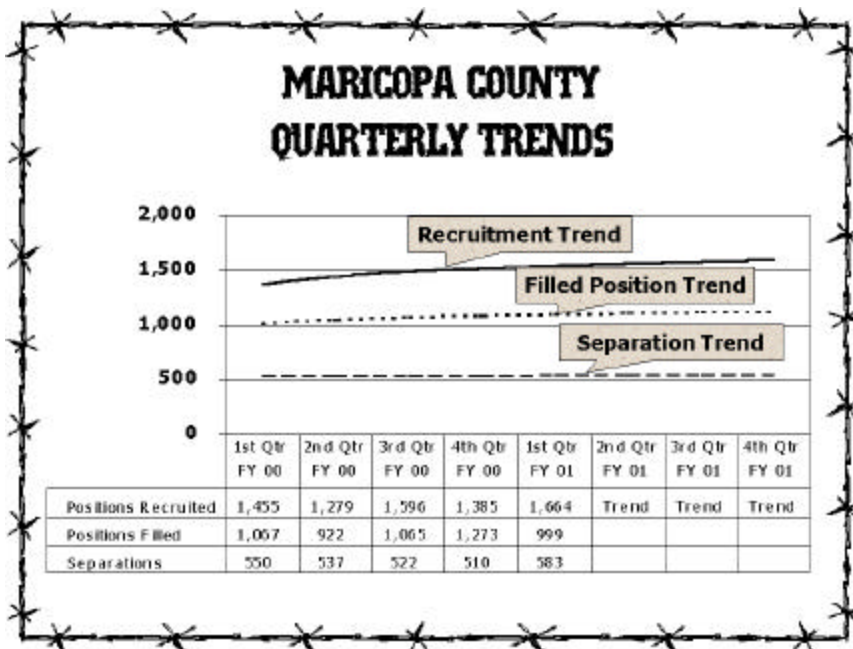
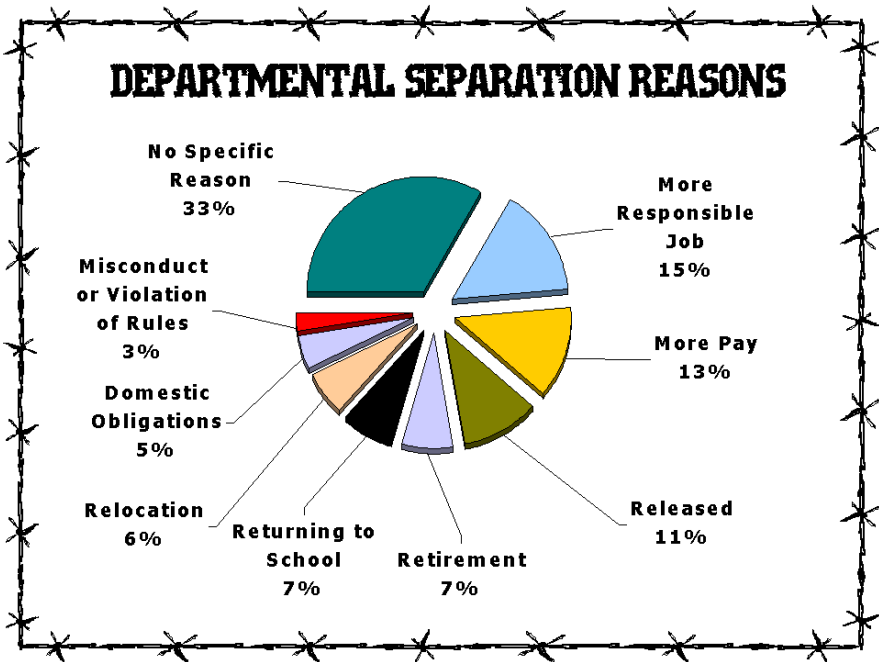


The chart at left indicates the job classification of separating employees, as obtained through exit interviews.

It is incumbent upon management to analyze employee separation reasons in order to develop retention strategies.

⁴ Consolidated major voluntary separation reasons/categories are highlighted. Scores below satisfaction level within a consolidated major voluntary separation category are listed within that category.

Another source of employee separation data comes from individual departments at the time of employee separation, as opposed to exit interview information obtained via telephone surveys after the employee has separated from the County. The chart at right⁵ indicates the major separation reasons as provided by individual County departments.



One measure of retention success is demonstrated through the trend results provided on the chart at left. The separation trend is relatively flat while the trend indicating the number of positions that are filled is increasing⁶. Recruitment efforts, which are rising, may play a significant role in filling newly created positions.

Successful employee retention results require knowledge of employee issues, knowledge of the competition in the local job market and a management team that is equipped to assess emerging personnel trends in order to promote a climate where employees are provided personal and career growth opportunities.

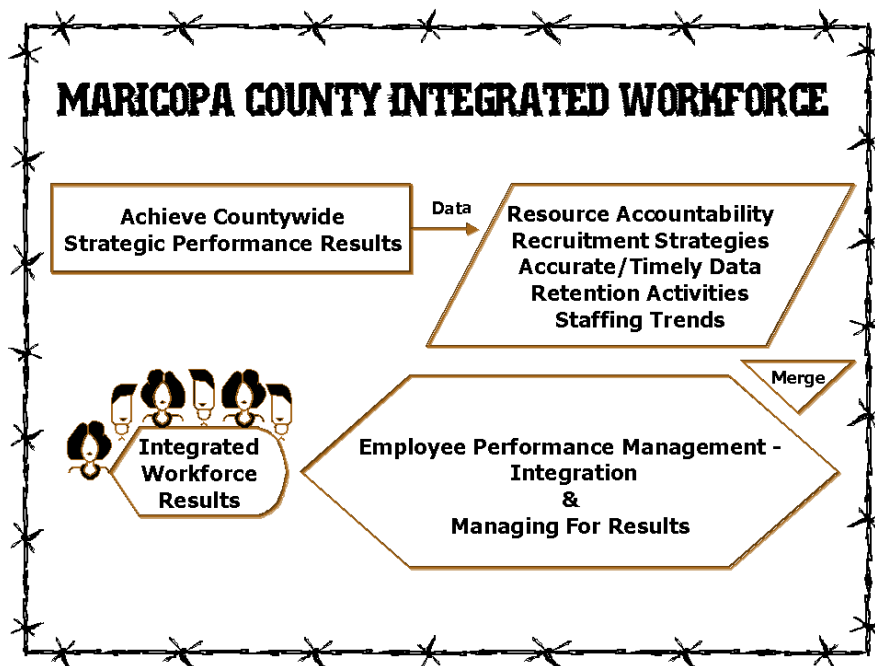
⁵ Released employees refer to involuntary leave while on initial probation or involuntary leave from unclassified status.

⁶ The number of authorized positions is increasing through the budget process, creating more vacant positions to be filled.

CONCLUSION

Maricopa County is moving towards establishing a core integrated workforce of improved accountability processes and an increased quality of life for employees and citizens alike. Achieving a Countywide integrated workforce requires attaining improved financial and personnel performance results through well informed decision making processes. Activities currently under review for measuring results include:

- Receipt of accurate and timely data
- Study of emerging staffing trends
- Review of employee retention
- Analysis of recruitment processes
- Align employee performance with strategic goals
- Administrative, financial and personnel resource accountability



A diagram of the Maricopa County integrated workforce process is provided at left. Achieving Countywide strategic performance results requires:

1. Analysis of essential data;
2. Aligns employee performance management integration with Countywide strategic goals;
3. Uses the Managing For Results information.

Maricopa County employees and citizens reap the benefits of an integrated workforce through competitive compensation, improved service quality, and measurable program and process results. Added to this is improved decisionmaking processes and an opportunity to increase our stance in the local labor market.